

Climate, Energy & Green Spaces management structure

Date: 6th March 2024

Report of: Chief Officer – Climate, Energy & Green Spaces

Report to: Director of Communities, Housing & Environment

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report seeks approval to implement changes to the Climate, Energy & Green Spaces senior leadership and management structure in order to reduce the number of JNC level posts, reallocate the associated responsibilities across the remaining leadership team, consolidate the allocation of responsibilities in various areas which are currently being delivered through a range of temporary arrangements, strengthen certain teams in light of the proposed reduction in JNC capacity, and provide overall budget savings. The proposals therefore involve the deletion and creation of, and amendment to, various posts in order to ensure the proposed new structure has sufficient capacity to deliver the relevant services.

The report includes details of the anticipated cost savings, with information relating to specific individuals included within a confidential appendix.

Recommendations

The Director of Communities, Housing & Environment is recommended:

- a) Note the contents of this report, in particular
- b) Approve the proposed staffing structure changes and the range of proposed post deletions, creations and re-grades set out in sections 2-8 below, along with implementation of the associated recruitment where relevant;
- c) Note the full year savings of £116k per annum (also noting Confidential Appendix 1).

What is this report about?

- 1 This report seeks approval to implement changes to the Climate, Energy & Green Spaces senior leadership and management structure in order to reduce the number of JNC level posts, reallocate the associated responsibilities across the remaining leadership team, consolidate the allocation of responsibilities in various areas which are currently being delivered through a range of temporary arrangements, strengthen certain teams in light of the proposed reduction in JNC capacity, and provide overall budget savings. The proposals therefore involve the deletion and creation of, and amendment to, various posts in order to ensure the proposed new structure has sufficient capacity to deliver the relevant services.
- 2 At a senior leadership level, it is proposed to delete the following posts:
 - Development Manager (Green Spaces) (DIR 40%);
 - Senior Project Manager (District Heating & Housing Energy Efficiency) (DIR 45%).
- 3 With the deletion of the above JNC posts, their portfolios will be allocated across existing JNC posts within the Climate, Energy and Green Spaces as follows:
 - Head of Commercial and Estates to take on Events Team and Sponsorship;
 - Parks Operations Manager to take on Outreach Team;
 - Head of Bereavement & Workshops to take on Grounds Maintenance.
 - Senior Project Manager (Energy) to now lead on District Heating and General Strategic Support;
 - Senior Project Manager (Electric Vehicle Strategy & Air Quality) to now lead on Electric Vehicle Strategy and Housing Energy Efficiency;
 - Senior Project Manager currently leading on various carbon strategy and decarbonisation projects and work streams to lead on Energy Unit and Air Quality.

What impact will this proposal have?

Climate & Energy

- 4 In order to ensure that sufficient management capacity remains within the senior leadership team given the proposed JNC post deletions, especially given the additional work required to deliver the challenging savings proposals over the coming years to contribute to addressing the Council's budget shortfall, it is proposed that the team reporting to the Senior Project Manager responsible for District Heating be strengthened by using a current vacant budgeted PO5 Business Development Manager post to predominantly fund a new PO6 Project Manager post to focus on the ongoing expansion and management of the district heating network.
- 5 It is also proposed that an additional PO4 Senior Project Officer post be created to provide sufficient capacity to support in the area of Housing Energy Efficiency and Electric Vehicle Strategy.
- 6 Lastly, following the recent resignation of the Senior Project Manager (Decarbonisation & Planned Maintenance) DIR 45% postholder, and given the fact that the team now consists exclusively of PO4 posts at the tier below, there is now a lack of necessary leadership and management capacity within this service area. It is therefore proposed that the DIR 45% post be deleted, but that two PO6 Project Manager posts are created, but with recruitment ring-fenced to this PO4 cohort (following Talent Pool consideration) given the technical requirements of these roles. Two other PO4 Senior Project Officers within the service have now handed in their notice and will both have left by 31st March 2024 and it is therefore proposed that these two posts be deleted at this point to predominantly fund the new PO6 posts. Should applicants from the existing PO4 cohort within the Decarbonisation & Planned Maintenance team be

successful in securing the new PO6 posts then the deployment of their vacated posts will be reviewed in light of the loss of capacity elsewhere within the service due to the deletion of the two PO4 Senior Project Officer posts referred to above.

Green Spaces

- 7 When the Trading and Operational Support Manager in the Green Spaces service area resigned in Spring 2023, the roles within the senior leadership team were redesigned and a Head of Bereavement Services and Workshops post was created. This post went through job evaluation. However, given the period of review required for the new Chief Officer to assess the necessary wider changes to structure, this post was recruited to on a temporary basis. It was originally advertised as a one year opportunity and a full recruitment process was undertaken. Due to the proposed reduction in the size of the SLT and the criticality of Bereavement Services, it is proposed that the manager who has been fulfilling the Head of Bereavement Services and Workshops role since May 2023 is confirmed as permanent in post, and that his substantive Business Development Manager (PO5) post be deleted with the budget then used to part fund the Project Manager post as described above.
- 8 In order for the Green Spaces structure to function effectively with both the removal of the Development Manager (DIR 40%) and the Business Development Manager (PO5) posts, a range of changes to structure below this level within the Development section of the service are also required, some of which are currently being achieved through temporary arrangements which now need to be consolidated as permanent. The proposed changes are as follows:

Outreach:

- Re-grade the Outreach Manager post from PO3 to PO4 and re-name the post Outreach & Learning Manager to reflect the inclusion of additional responsibilities for learning, development and apprenticeships across the service;
- Move responsibility for the Business Partnerships/Sponsorship team from within the Outreach team to the Commercial & Estates section. A separate review of this function and the supporting roles will be undertaken to determine how income from sponsorship and the impact of involvement of sponsors can be maximised.

Grounds Maintenance:

- Re-grade the Business Manager post from PO2 to PO4 and re-name the post Business Delivery Manager to reflect the additional responsibilities relating to the management of contractor and stakeholder relationships (including authorising payments, decision-making on contractor performance management issues, identifying potential contract variations and financial impacts, undertaking contractor negotiations, provision of technical and professional advice to key stakeholder services such as Highways and Housing);
- Re-grade the Contracts Administration Officer post from SO2 to PO1 and re-name the post Senior Contracts Administration Officer to reflect the additional responsibilities for contractor and stakeholder management (including the final implementation of variations to bills of quantity in line with budgets, provision of guidance to stakeholder services in relation to ad hoc horticultural works for estate improvements, complaint resolution relating to contracted assets, instructing and monitoring the contractor in relation to packages of work undertaken on behalf of other teams within the service).

Events:

- Create and recruit to a new PO6 Events & Resources Manager to take responsibility for the area of work previously covered by the Carnival and Events Manager PO5 post (vacant) and currently being covered by the PO3 Assistant Carnival & Events Manager (receiving an honorarium to PO5), but to also reflect additional responsibilities for health and safety (noting that the Service has been identified as a high risk area through the corporate H&S

review), facilities management (the Green Spaces service has a large portfolio of buildings not supported by the corporate FM team), shared service liaison and customer services (focused work is in progress to assess the potential for and deliver improvements in terms of customer and Elected Member liaison with the service). It is not proposed that the PO3 Assistant Carnival & Events Manager post be deleted at this point in time subject to review of capacity within this team under the new arrangements. However, it is proposed that the Carnival and Events Manager post (0.6 FTE) be deleted;

- Re-grade to SO2 the post of the C3 Community Activities Officer currently receiving an honorarium to SO2, re-naming the post Senior Community Activities Officer to reflect the additional responsibilities for facilitating bookings and prioritising and allocating work across the team, supporting with procurement of services and goods, ensuring compliance with corporate policy and legal requirements, determining requirements for large events, dealing with invoicing and payments.

9 Recruitment will be completed in line with the Council's policies and processes and as advised by HR.

10 All posts have been subject to job evaluation.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

11 The provision of the Climate, Energy and Green Spaces services has a clear role in contributing positively to the 'three pillars' both in terms of climate and environmental mitigation and adaptation, and through providing access to high quality green spaces across the City. An effective leadership structure is of critical importance in ensuring that these benefits are maintained and further enhanced.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

12 Since this concerns changes in the leadership and management structure it does not impact directly on individual Wards.

13 The Executive Member for Climate, Energy, Environment and Green Space has been briefed on the proposals, and the relevant Senior Finance Officer consulted.

14 Trade Unions were consulted on the proposals between 16th and 29th February 2024 and no comments were received.

What are the resource implications?

15 The table below sets out the cost implications of the proposals (including employer's costs, at top of grade and based on forecast 24/25 salaries), demonstrating an overall full year annual saving to the Climate, Energy and Green Spaces budget of around £116k. Further details of specific year one savings (2024/25) are set out within Confidential Appendix 1.

| Post | Saving | Additional Cost | Net Cost/ Saving |
|---|-----------------|-----------------|------------------|
| Development | | | |
| Development Manager (DIR 40%)* | £73,793 | | |
| Business Development Manager (PO5)* | £65,138 | | |
| Events & Resources | | | |
| Events and Resources Manager (PO6)** | | £67,844 | |
| Carnival and Events Manager (PO5) - 0.6 FTE* | £39,083 | | |
| Senior Community Activities Officer (SO2) | | £43,780 | |
| Community Activities Officer (C3) | £40,815 | | |
| Outreach | | | |
| Outreach and Learning Manager (PO4) | | £61,069 | |
| Outreach Manager (PO3) | £56,988 | | |
| Grounds Maintenance | | | |
| Business Delivery Manager (PO4) | | £61,069 | |
| Business Manager (PO2) | £52,695 | | |
| Senior Contract Administration Officer (PO1) | | £50,016 | |
| Contract Administration Officer (SO2) | £47,903 | | |
| District Heating & Housing Energy Efficiency | | | |
| Senior Project Manager (45%)* | £82,840 | | |
| Project Manager (District Heating) PO6** | | £67,844 | |
| Senior Project Officer (PO4)** | | £61,069 | |
| Decarbonisation & Planned Maintenance | | | |
| Senior Project Manager (45%)* | £82,840 | | |
| 2 x PO6 Project Manager** | | £135,688 | |
| 2 x PO4 Senior Project Officer* | £122,138 | | |
| Total | £664,233 | £548,379 | -£115,854 |

* Post to be deleted.

** New post.

What are the key risks and how are they being managed?

16 The main risks relate to a failure to deliver and consolidate the changes proposed within this report such the Service is not configured appropriately to deliver on its priorities and the savings identified above are not realised.

What are the legal implications?

17 There are no legal implications other than those that relate to HR policies and procedures.

Options, timescales and measuring success

What other options were considered?

18 Since many of the proposed changes have been effectively trialled through the current temporary arrangements and found to be fit for purpose, the need for exploring other options has been limited. The option of not proceeding with delivering on this opportunity for a reduction in senior management costs has not been considered in light of the current financial situation for the Council.

How will success be measured?

19 Success will be measured through the relevant indicators of performance relating to each service area and through the realisation of the targeted annual savings.

What is the timetable and who will be responsible for implementation?

20 Subject to receiving formal notice from the current Development Manager (DIR 40%), recruitment is expected to start in February 2024, with full implementation between March and May 2024. The Chief Officer for Climate, Energy & Green Spaces will be responsible for implementation.

Appendices

- Confidential Appendix 1 – staffing costs

Background papers

- None